



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

REVISED

October 21, 2008

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**MANAGEMENT APPRAISAL AND PERFORMANCE PLAN
PROGRAM MODIFICATIONS
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

SUBJECT

This letter and accompanying ordinance will implement minor program changes to the Management Appraisal and Performance Plan (MAPP).

IT IS RECOMMENDED THAT YOUR BOARD:

Approve the accompanying ordinance amending Title 6, Salaries, of the County Code to implement minor program changes to the Management Appraisal and Performance Plan (MAPP), to clarify current language and information, to streamline related administrative processes, and to correct minor errors and effect non-substantive changes.

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

"To Enrich Lives Through Effective And Caring Service"

***Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only***

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Effective April 1, 2007, your Board approved changes to the MAPP which improved the overall performance management value of the Plan. Significant changes were made to the performance evaluation forms, tools, and processes and - for the first time - participants became eligible to receive regular, annual merit increases based on performance in addition to the general salary movement provided to all County employees.

With over a year of experience administering this revised program, several programmatic changes are being recommended, based on input from your Board, suggestions from County department executive managers, and various MAPP coordinators. Attachment A lists the recommended program changes with background information and justification for these changes.

We are also taking this opportunity to further clarify ordinance language, simplify processes, and correct minor typographical errors.

Implementation of Strategic Plan Goals

Approval of the accompanying ordinance will further the County Strategic Plan, Workforce Excellence and Organization Effectiveness Goals, to improve the quality of the workforce, to achieve departmental operational needs, and to maintain consistency in personnel practices throughout the County.

FISCAL IMPACT/FINANCING

The programmatic changes being implemented with this letter and ordinance should not result in any notable increased cost to the County. No additional funding is required.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

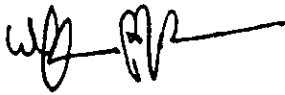
The accompanying ordinance implementing amendments to Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

The Honorable Board of Supervisors
October 21, 2008
Page 3

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Your approval of these recommendations will enhance the operational effectiveness of the departments through effective compensation of the County's management employees.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'WTF', followed by a horizontal line.

WILLIAM T FUJIOKA
Chief Executive Officer

WTF:DIL:WGL
SJM:ra

Attachment

c: Director of Personnel
Executive Officer, Board of Supervisors
County Counsel
Auditor-Controller
Affected Departments

MAPP PROGRAMMATIC CHANGES

Clarification of Appointing Authority

The County Code is being amended to clarify that the Chief Executive Officer is the appointing authority for the Chief Deputy, Chief Executive Officer (UC) and the Deputy Chief Executive Officer (UC) positions. This language change will correct inconsistencies between two different sections of the MAPP ordinance and is consistent with the Administrative Governance letter approved by your Board on May 22, 2007.

Approval of MAPP Salaries

Our changes to the accompanying MAPP ordinance and subsequent publishing of Salary Administration Guidelines for MAPP are intended to clarify, simplify, and streamline the approval process while maintaining appropriate financial controls and enhancing the equitability of salary administration across the County.

In general, current policies require various combinations of CEO and Board approval of MAPP salary actions, based on the recommended salary in relation to a "floating" threshold salary (currently \$121K), the control point of the salary range, the third and the fourth quartile, and/or an increase amount over 10%. We are recommending that this approval process be clarified and simplified through the following changes:

- For MAPP Tier I non-department head positions, CEO shall review and approve all new hire appointments and promotional increases. Additionally, Board approval will be required for salary actions that fall above the control point of the applicable salary range or that fall above \$150,000. Approval by the CEO and the Board will not be required for promotional increases of 5.5%, the minimum amount required in the County Code, regardless of the resulting ending salary and the position in the range. We believe these changes simplify the process while retaining appropriate Board review of the higher level MAPP appointments.
- For MAPP Tier II positions, CEO shall also review and approve all new hire appointments and promotional increases. Additionally, Board approval will be required for any MAPP Tier II new hire salary or promotional increase that is above \$150,000. Approval by the CEO and the Board will not be required for promotional increases if the incumbent is placed at the lowest step in the range that provides a salary adjustment of at least 5.5%. This is the minimum amount required in the County Code. This provides for department heads to approve

minimum promotional increases without review and approval of the CEO and the Board.

- Adjust the threshold salary above which Board approval is required from \$121K to \$150K and reference this in the County Code.
- Eliminate the need for quartile analysis as a requirement for the approval process.

Standardize Promotional Increases

There has been a variation, department to department, in the size of promotional increases. This contributes to an inappropriate competition for talent between our departments. For example, a Tier II MAPP participant working at the S10 level may be offered a promotional increase of 7.2% to become a division chief (S12) in their current department, but choose to leave the department to become a division chief at the same level (S12) in another department for a 12% increase. In this situation, there may be many valid reasons for transferring to the new department, but they should not - in theory - include a higher salary offer for the same level job.

Most importantly, under the former MAPP program there was very little guarantee of increases once someone was appointed/promoted to a MAPP class. As a result (and somewhat understandably) the size of the promotional increase recommendations was often strengthened to compensate for anticipated lack of salary growth. With the April 2007 changes to MAPP, this is no longer an issue.

To further address these issues, the CEO will be publishing Salary Administration Guidelines to assist departments in formulating promotional increase recommendations that enhance the equitability of salary administration across the County.

Compensation for Temporary Assignments

The current MAPP ordinance contains four different sections or provisions that address compensation for somewhat similar temporary assignments or situations, such as acting department head, temporary positions and appointments, and temporary assignments. There is little consistency in pay practices for these similar situations. To address this problem, we are recommending the deletion of two of these sections and amending the remaining two sections to apply to all of these situations. Compensation for most temporary assignments will be in the form of a 5.5% bonus (as opposed to a permanent adjustment in salary). Higher bonus amounts will require approval of the CEO or, for acting department heads, the Board of Supervisors.

Salary Adjustments for Appointed Department Heads

With this amendment, the decision to approve general salary (COLA) and MAPP merit adjustments will occur on the same date. This combined salary adjustment (referred to in the Code as “merit salary adjustment”) will be effective each October 1 or on such other dates as may be designated by the CEO and in consultation with the Board. The adjustment amounts will be determined by the CEO in consultation with your Board based on an assessment of each Department Head’s performance. However, an individual who receives a performance rating of “Met Expectations” or higher, shall receive a salary adjustment at least equal to the general salary adjustments (COLA) approved by your Board, if any, for other MAPP participants in the same fiscal year. If an individual receives a performance rating lower than “Met Expectations,” he/she may receive a salary adjustment lower than the approved COLA.

Minor Changes and Technical Corrections

Several non-substantive changes have been made to the MAPP ordinance to correct typographical errors, or to update language that refers to other sections that have had substantive changes or that have been removed.